

CONFIDENTIAL



CRISIS SHIELD
READY, WILLING & ABLE

VTIC MEDIA KIT

COVID-19 Exposure Site Response

CRISIS COMMUNICATION ESSENTIALS

When you are identified in the media or online, we recommend you do the following:

- Check your social media and Google your business name in the news banner
- Check your emails to see if media or other people are contacting you
- There is a reasonable chance that the incident may be posted shared on social media

We recommend you do not promote that you have had a COVID incident on your website or social media platforms unless it is public knowledge (example; media names you as an exposure site) or staff/visitors post about the incident.

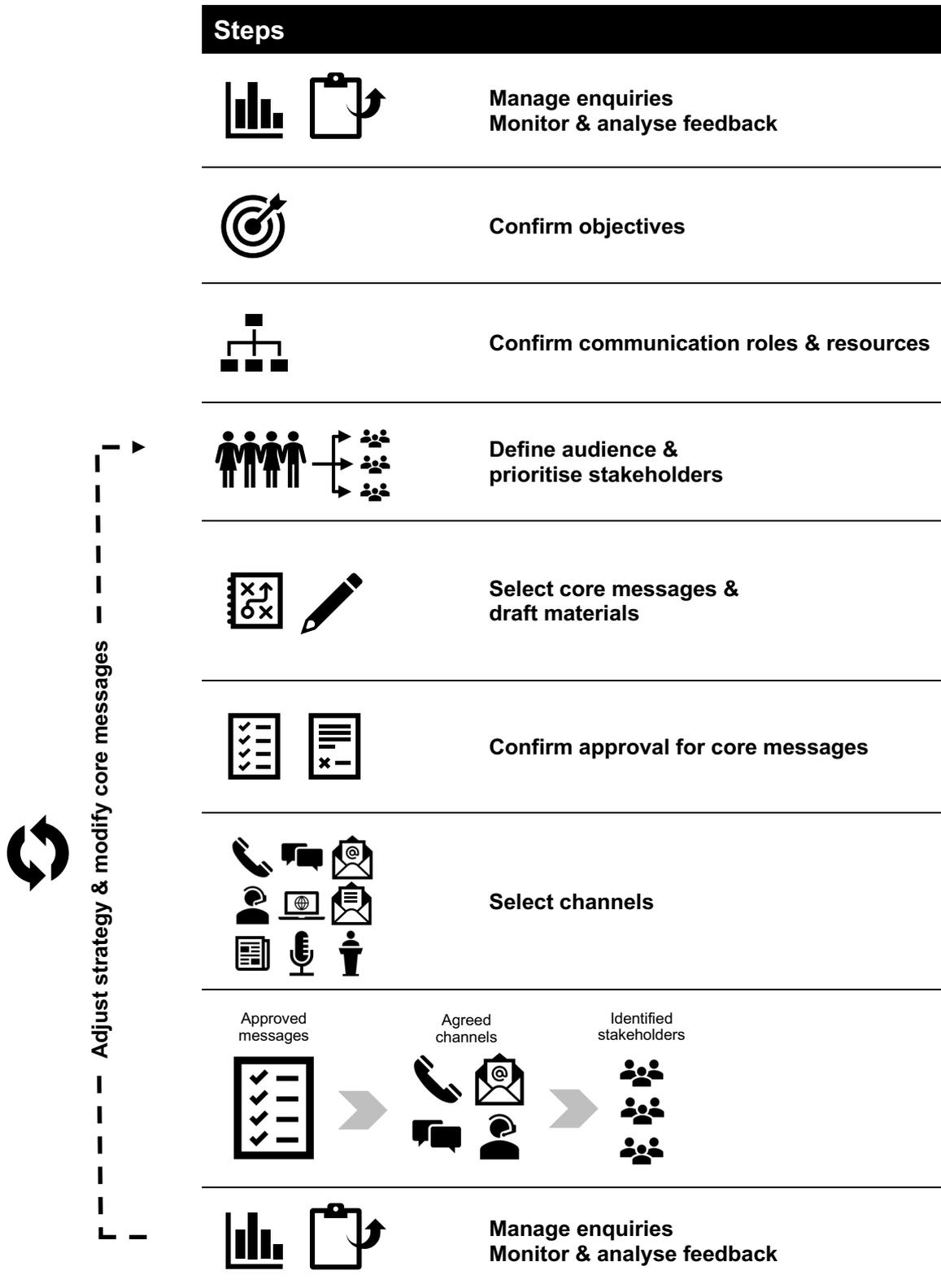
Staff should be instructed not to post about the incident and seek management support/advice if they have any questions. They may not be informed about all the facts and post incorrect info

- The media kit provides templates of postings for websites, social media and a media statement **IF** required.
- COVID incidents are becoming more common so do not be alarmed or panic if your venue is listed/broadcast to the community. Visitors will be more concerned about what you have done. If you can demonstrate you have a robust procedure, they will be far more comfortable
- You must continue to meet your OH&S duties at all times. This may mean taking steps above and beyond public health requirements to eliminate or minimise, so far as is reasonably practicable, the risk of workers and others in the workplace (such as customers) contracting COVID-19.



CRISIS COMMUNICATION ESSENTIALS

Steps in the communication process



Best practice crisis communication principles

1. **Move fast**; communicate quickly, indicating we'll give more information if/when possible
2. **Put safety first**; always prioritise peoples' safety and wellbeing above all else
3. **Be human**; demonstrate care, concern and empathy for those affected and involved
4. **Monitor**; continuously track sentiment and what is happening in all aspects of the response
5. **Maintain the flow**; release what we know "little and often" instead of waiting to release everything
6. **Manage the timing**; tell those closest first – including employees in early communications
7. **Be accurate**; check and stick to facts, avoid assumptions, dispel misinformation and speculation
8. **Be consist and unified**; speak with one voice but not necessarily a single spokesperson
9. **Use multi-channels**; use more than one channel to reach our stakeholder groups, ensuring key messages are consistent across channels
10. **Build a strategy**; develop our key messages and supporting themes – refine them if we need to as the situation evolves
11. **Be transparent and authentic**; stick to the truth and give the response a human voice/face that reflects the organisation's ethos and core values
12. **Apologise**; when appropriate and relevant, say we are sorry and take responsibility
13. **Get approval**; the authorised people in the organisation approve all messages/materials before release, and seek input from Legal Counsel as needed.



BASIC MEDIA DO AND DON'TS

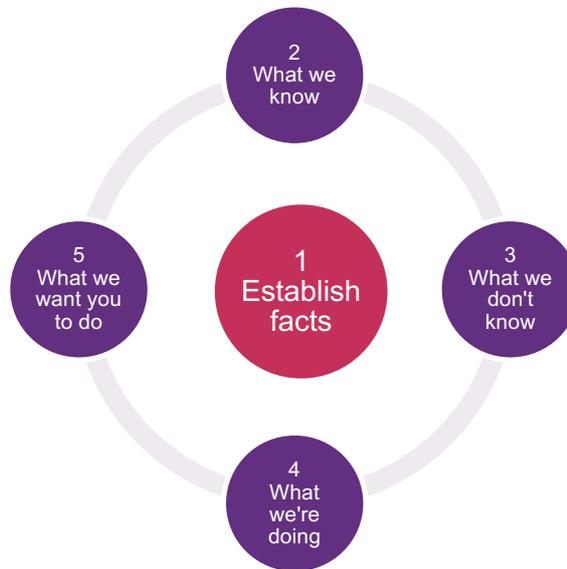
 Do
Know your media policies and Spokespeople: who is briefed and trained to speak on the organisation's behalf, about which issues, and to what extent? Do we have a Spokesperson earmarked for a particular issue/incident?
Take notes about media enquires/interactions at the time (a rough note is better than a good memory!), record: <ul style="list-style-type: none">• name, media organisation, phone number and email address – check spelling is correct• time of enquiries and responses, releases, interviews, conferences etc.
Ask questions to find out what a journalist needs: facts, a grab, an interview? For TV, radio, print, online? When is their deadline, when are they filing the report, when are they publishing?
Tell journalists if/when we expect to be able to respond to their enquiry and provide details of the follow-up contact point e.g. position, person, phone number, email, web address
Know the audience, key messages and approved materials for an issue/incident before answering enquiries
Make an effort to meet response deadlines and fulfil any follow-ups e.g. footage/vision, images, backgrounder
Ensure our comments/responses are within the scope of our area of operation and interests
Identify and acknowledge out-of-bounds/off-topic enquiries or questions and use bridging phrases to link back to key messages
Remain calm and polite – in dealing with media we represent the organisation and this can also reflect more broadly on our sector, peers and location/city/country
Practise/rehearse before speaking to media
Take your time when speaking – address one question or point at a time, pause to remember or think when you need
Use plain English in all exchanges, verbal and written
Check attire and personal presentation before face-to-face interactions with media – dress for the audience, and to engender a sense of control, ensure grooming is tidy and professional
Record interviews/conferences in full when possible
Thank talent and media for participating
 Don't
Respond immediately to enquiries from journalists or fact-checkers – confirm you have facts and approved messages first – but then don't delay responding to the questioner.
Answer a question if you don't have an approved response or don't know the answer
Say 'no comment' – when we cannot answer, explain why
Comment on other organisations' activities or positions, or any matters that are outside our area of operation and interests in relation to the issue/incident
Speculate, criticise or make any accusations or inferences about others/other organisations
Lie or provide misleading information
Use jargon or technical language
Repeat negative phrases or language
Argue, be impolite or rude
Undertake radio or phone interviews while driving or in other unsuitable settings



CRAFT YOUR MESSAGE QUICKLY

The Crisis Message Model[©]

Use the Crisis Message Model[©] to quickly develop structured and concise communications. This structure can be used to build messages for any stage of an incident/issue, even in early stages when the situation is evolving rapidly or details are unclear/not available yet.



1. Establish facts

Having the best available information about a situation helps decision-makers communicate effectively, but adequate holding lines or a brief initial message can be crafted with very little information. As time progresses and more verified information becomes available, messages can expand in breadth or specific detail.

2. What we know & 3. What we don't know

Provide basic facts – what is happening, when and where, who and what is affected – acknowledging points that are not yet clear or have not been verified. Examples:

“A short time ago we were notified of a COVID positive case having attended our premises. We don't yet know further details and if the venue will be classified with a Tier, but we understand this is affecting [stakeholders and impacts] and we will be updating all concerned parties.”

4. What we're doing

Explain what the organisation (and other response partners, if involved) is doing about the situation. Include immediate and longer-term actions. Examples:

“Our [team] mobilised quickly and is working with authorities to investigate.”

“We're suspending/cordoning off all [operations/activities] at [location] today undertaking a deep clean. We will be open for business tomorrow.”

5. What we want you to do

Give instructions that helps interested or affected parties understand what they can do and where to find more information or support. Examples:

“Please don't try to use [area] until we confirm it is safe.”

“If you were in [area] during the infectious period, please notify us and/or the Department of Health.”

“Go to [weblink] for further information and updates as we share them.”

“We encourage you to reach out to the Government Coronavirus hotline on [number] or our EAP service for support at [details]. Please call us on xxx for further details.”



EXAMPLE STATEMENTS FOR COVID-19 OUTBREAK – NO CONTACT FROM DEPT HEALTH

Initial Statement

///OPENS///

Dear [guest / staff member / visitor],

We write to alert you that we have been informed by [who told you / positive case / VicGov App / other stakeholder] that a [customer / visitor / staff member] who attended the venue premises on [date] has tested positive to the Covid-19 virus and is currently isolating.

We have not received formal notification from the Department of Health confirming whether the venue will be classified with a Tier, however the positive case attended [area] and utilised [area] at [time].

We have arranged for a full bio-clean (deep clean) of all common areas of concern which will be occurring in approximately [time]. Until the clean has been completed these areas will be locked off.

Please ensure you wear a mask at all times and do not loiter in the common areas for any longer than necessary.

We will update all guests as soon as we receive contact from the Department of Health, however in the interim we strongly recommend that all guests who attended at the above time get tested immediately and isolate until a negative test result is received.

In the event you receive a positive test result, all confirmed cases must be reported to Management immediately:

[Name / Position]

[Mobile Number]

[Email Address]

We will continue to update guests as we receive further information from the Department of Health.

Kind regards,

///CLOSES///



Update Statement (no Tier)

///OPENS///

Dear [guest / staff member / visitor],

We write with an update on the positive Covid-19 case at [venue] that we reported yesterday.

We have not yet received any confirmation from the Department of Health as to whether the venue will be classified as an exposure site or allocated a Tier classification.

A full bio-clean (deep clean) of the areas of concern was conducted between [time].

As this stage, as the venue has not been deemed an exposure site, we will remain open as normal in line with the current Government lockdown restrictions. However, we do strongly recommend that anyone who visited the premises at the time of the positive case should get tested and isolate until you receive a negative test result. We also ask that ALL guests and visitors ensure they are following regulations specifically around wearing of masks in common areas.

In the event you receive a positive test result, all confirmed cases must be reported to Management immediately:

[Name / Position]

[Mobile Number]

[Email Address]

We will continue to update guests as we receive further information from the Department of Health.

Kind regards,

///ENDS///



Final Update Statement (no Tier)

///OPENS///

Dear [guest / staff member / visitor],

We write with an update on the positive Covid-19 case at [venue] that we reported on [date].

We have spoken with the Department of Health and they have confirmed that as the common property has now undergone a full bio-clean (deep clean), and that the positive case is currently isolating, the venue is not classified as an exposure site and will not be classified with a Tier status.

Whilst we still recommend that all [guests / visitors / staff] get tested and isolate until a negative test result is received, we advise that it is safe to move around the premises [in line with current Victorian lockdown restrictions].

Please always remember to wear masks when on common property and to follow current government guidelines, including regular hand washing and sanitisation.

Should you have any queries, please do not hesitate to contact Management on [contact detail].

Kind regards,

///ENDS///



Update Statement (Tier) – Dept Health involved

///OPENS///

Dear [guest / staff member / visitor],

We write with an update on the positive Covid-19 case at [venue] that we reported on [date].

It has been identified that visitors who attended [area] at [date] have been made Tier 1 primary close contacts and are in the process of being contacted directly by the Victorian Department of Health.

[Area] is now a Tier 1 exposure site between [time/date]. If you were here during any of those times, you must immediately isolate, get a test, and quarantine for 7 days following the exposure, 14 days if you are not vaccinated.

For all other guests who attended unaffected areas during this time, we encourage you to follow the health directive to get tested urgently, isolate until receiving your test results and adhere to any further advice from the Department of Health.

We have developed a COVIDSafe Plan which outlines specific measures to reduce the potential risk of COVID-19 transmission, including the implementation of the Victorian Government QR system for contact tracing purposes.

Extensive cleaning of the venue takes place [twice a day] and a bio-clean of the identified areas took place yesterday. During the day, constant touchpoint cleaning occurs and we have hand sanitising stations located throughout the venue for patron use.

We are committed to protecting the wellbeing of those who visit us and will continue to work closely with the Department of Health.

For further information on exposure sites and up-to-date health advice, visit: www.coronavirus.vic.gov.au.

If you have any questions or need any further information from us, please use the below contact information.

[Name / Position]
[Mobile Number]
[Email Address]

We will continue to update guests as we receive further information from the Department of Health.

Kind regards,

///ENDS///



Social Media Statement

///OPENS///

ALERT: We have recently been notified of a positive case of COVID-19 attending our premises between [time]. We recommend anyone who attended the premises at this time get tested and isolate until receiving a negative test result.

We have activated our COVIDSafe plan, conducted a deep clean of affected areas and primary close contact staff are now isolating as per Department of Health instructions. We have also notified the Department of Health.

We will continue to update you here as we receive further information from the Department of Health. We remain open. If you have any questions, please contact us on xxxx.

Kind regards,

///ENDS///

Media response (If called)

///OPENS///

ALERT: We have recently been notified of a positive case of COVID-19 attending our premises between [time]. We are recommending that anyone who attended the premises at this time get tested and isolate until receiving a negative test result.

We have activated our COVIDSafe plan, conducted a deep clean of affected areas and primary close contact staff are now isolating as per Department of Health instructions. We have also notified the Department of Health.

We will continue to update our customers via our social media page.

We remain open and look forward to welcoming guests and visitors.

If you require any further information, please call me xxx on xxx.

Kind regards,

///ENDS///

